Employer of Choice

Learning Tools

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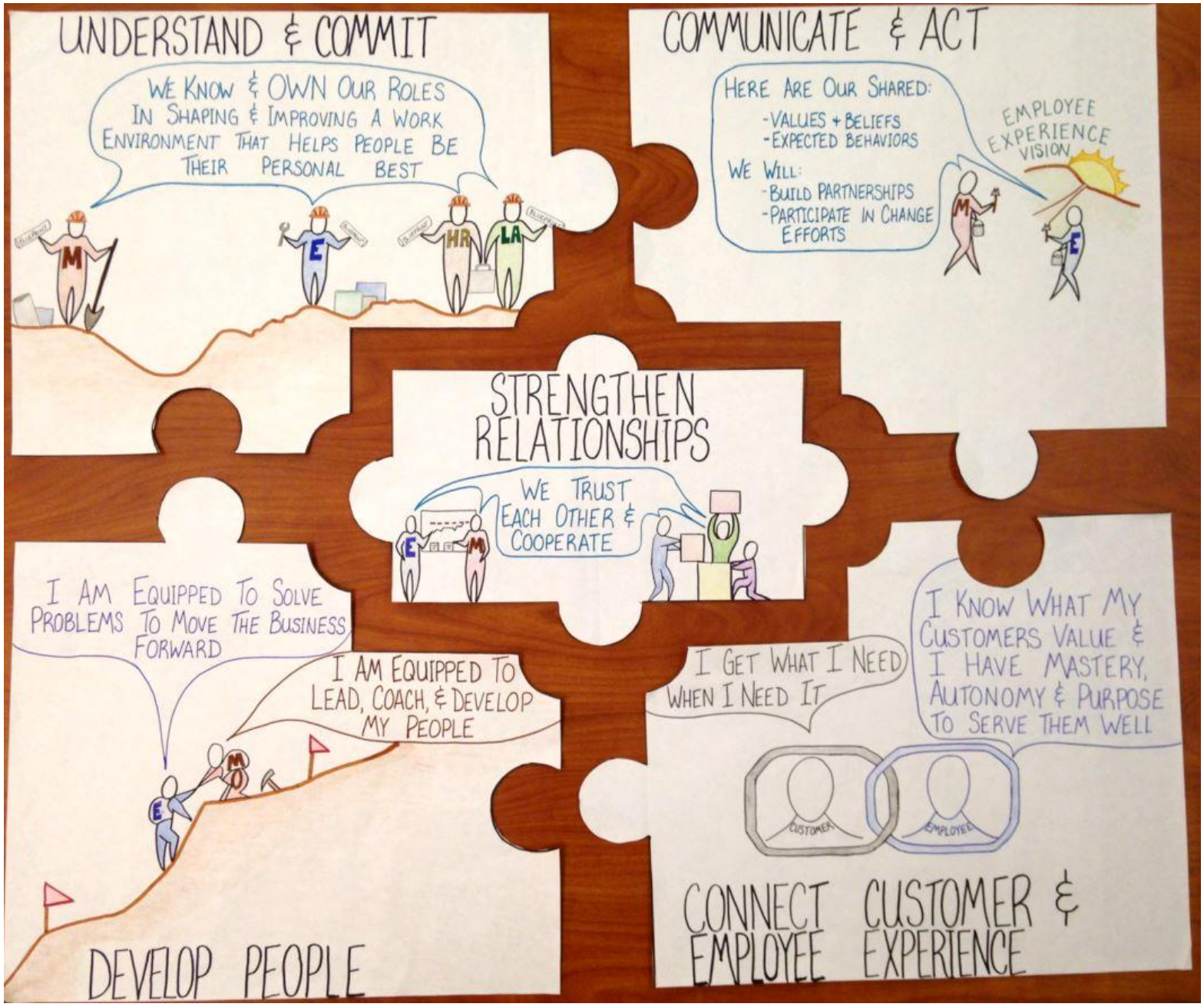
HR Managers Meeting

LEARNING: Key actions agencies have found help improve employee experience



- **Senior leaders:**
  - Set the tone, goals, & expectations
  - Model behaviors & develop them in others
  - Create capacity, safety, & urgency for change
- **Line managers:**
  - Shape the daily work experience
  - Help others understand changes & their impact
  - Coach & enable others
- **Human Resource & Lean advisors** provide expertise & development opportunities
- **Employees** actively seek out ways to engage & to improve daily work experience

- Employee experience is not a task that can be delegated
- Roles and structure (interconnections) must be defined

How do we create a shared blueprint for shaping a better employee experience?

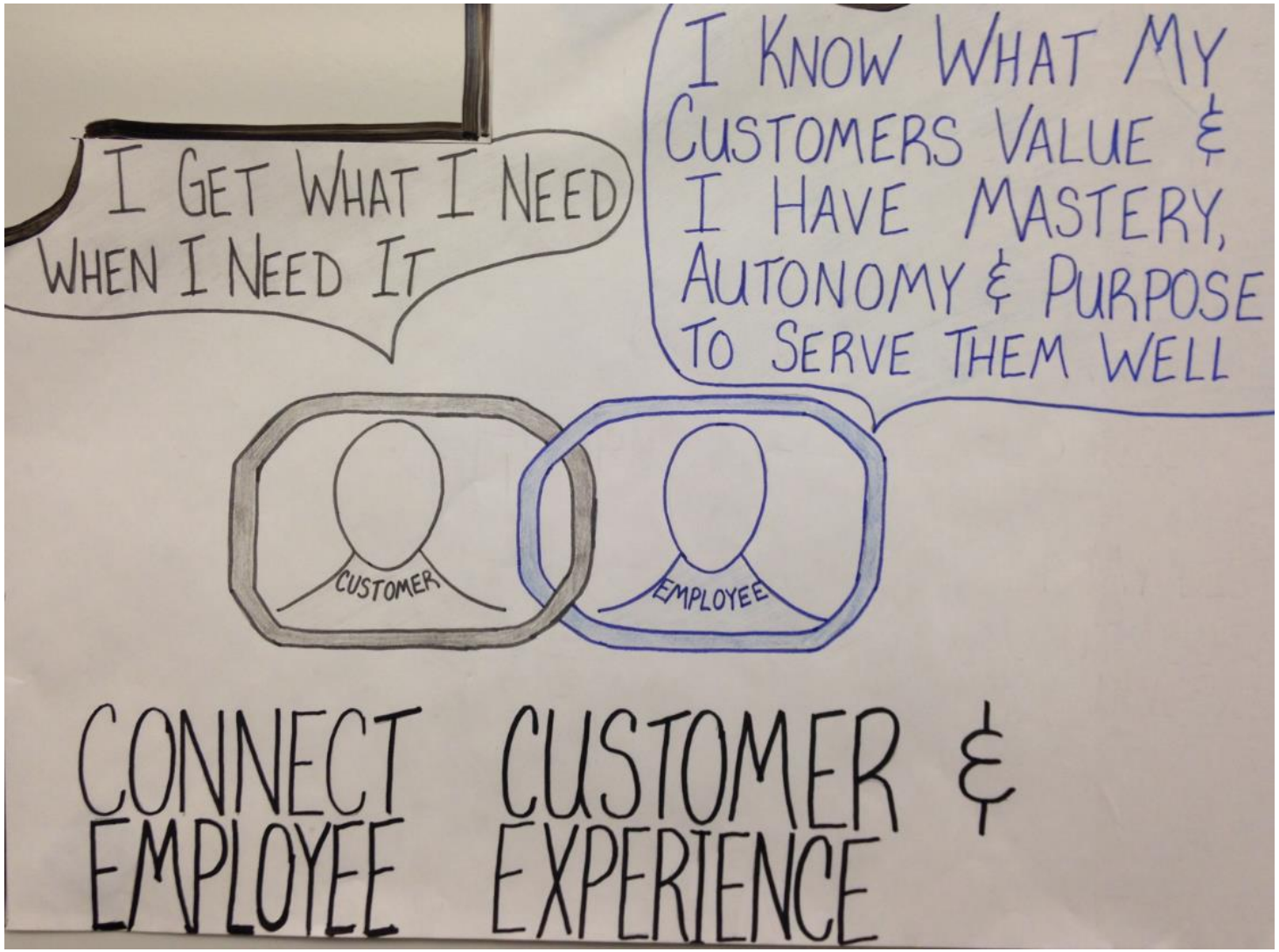
Leaders and employees share clarity about:

- Where we are headed and why it's better
- Standards or expectations around employee experience
- Key actions that will help us change and learn

Structured problem-solving, experiments, and measures of success beyond the annual survey are used to improve employee experience.

- Without a clear, unified, foundational vision (target) for employee experience, it's difficult to problem-solve

What does the ideal employee experience look like?



Customers:
- Have opportunities to share their experience and what they value

Employees:
- Understand how they're directly impacting customers
- Are enabled to make improvements for their customers

Leaders:
- Foster understanding of both the process and results
- Remove barriers that prevent improvement

- Rolled up customer satisfaction data can't substitute for personal knowledge about impact

How can we create short, direct feedback loops between customers and employees?

- People are developed through experience solving real work problems one at a time.
- People receive:
  - Training
  - Tools
  - Time to practice
  - Coaching & feedback
  - Safety to fail and learn

- Treating development and problem-solving as an add-on to 'regular work' limits our capacity for improvement

How can we make problem-solving and learning the way we approach work?

- The condition of relationships is assessed as part of improving employee experience
- Trust and relationship repair are built into action plans

- Ignoring relationship dynamics limits our capacity for improvement

How can we constantly strengthen relationships?

Tools

Employee Engagement Problem-solving Guide

- Guidance for Steps in Problem-solving
- Problem-solving Worksheets
- Observation Tools
- Experiment Description

Role Descriptions

Questions